



Sustainable Strategy Program Great Ideas

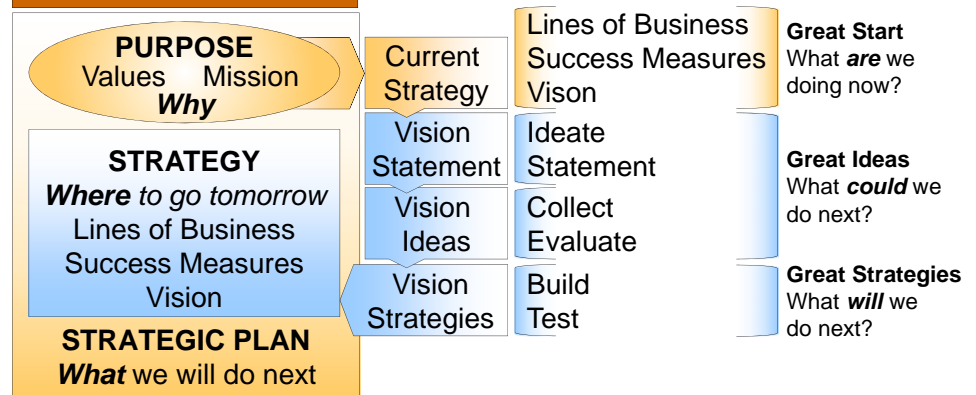


SESSION 1



Announcements
Q & A

SSP MODEL

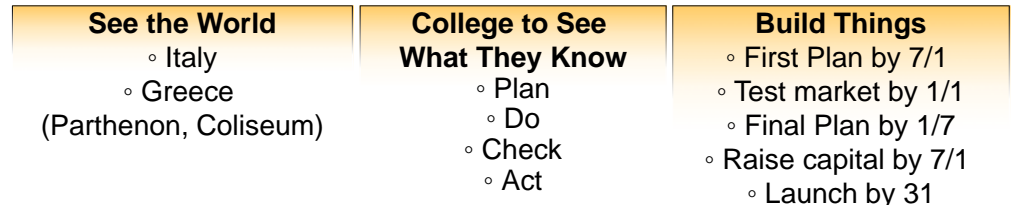
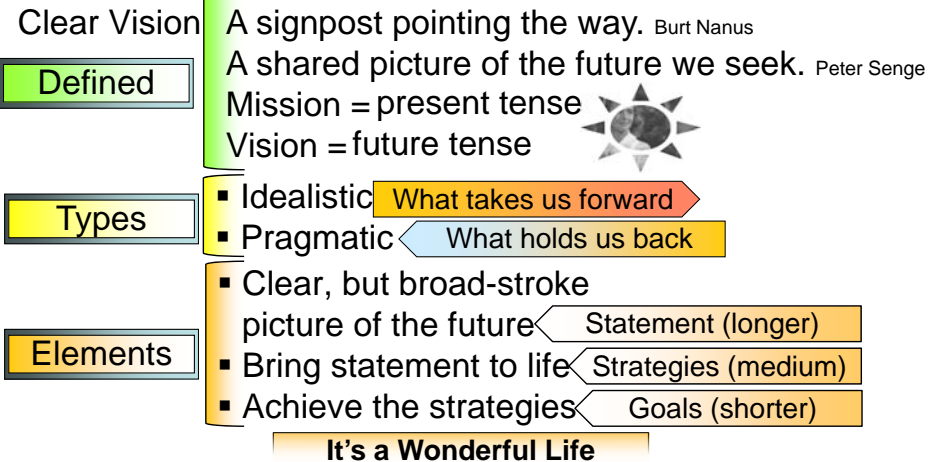


Vision Statement

Ideate

Many paths

- Everywhere
 - Eureka Moments
 - Making connections
 - Solving problems
 - Let it simmer
 - "Strategy making is an immensely complex process, which involves the most sophisticated, subtle, and at times, subconscious elements"
- (Mintzberg, 1994, p. 111)



- Vision Statement
- Ideate
- Stakeholders



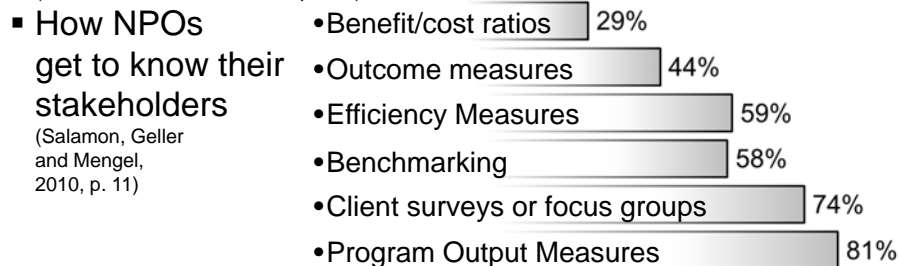
Why bother?

“If you make today’s customer happy, they’ll stay with you and will tell their friends.”
(Majeska, 2001)

7x to acquire new customer
1x to keep that customer

[Street Authority Daily, 2/21/13, Customer Retention](#)

“excellent companies really are close to their customer.”
(Peters and Waterman, 1982, p. 156)



Stakeholder Analysis

“any person, group, or organization that can place a claim on . . . attention, resources, or output . . . or is affected by that output.”
(Bryson, 1995, p. 27)

- Who are the stakeholders (internal and external)?
- How much **interest** do they have?
- How much **power** do they have?
- What do these stakeholders **want**?
(From Bolman & Deal, 2013, pp. 211-212)

How to Majeska (2001)

- Ask me
- Existing Info
- Observe
- Survey
- Focus Groups
- Test Market

Get to know me better

- Google, etc.
- census.gov
- Effective
- Cheap
- Observing, counting
- Can you spell surveymonkey.com
- Looks simple, but is an art.
- Test first, fix second, launch third
- Get a group of 8-10 together
- Ask them questions
- Give them the chance
- Ask why they did
- Ask why they didn't

What do you like?
What don't you like?
What would you like?
What should I have asked you?



- Vision Statement
- Ideate
- Stakeholders
- BOBs

Great Artists Steal

Best of best in your field

Three reasons Find “those characteristics that are essential to successful performance *in that industry*.”
(Oster, 1995, p. 42)



Assess your capacity

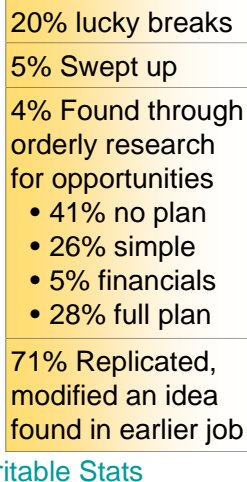
The source of IDEAS
(Bhide, 1994)

Finding BOBs

Experts Opinion

Survivor Technique

- Ask experts
- Ask funders
- Ask the chief executive
- Find market survivors
- [Charity Navigator](#)
- [GuideStar](#)
- [National Center for Charitable Stats](#)



How to know your BOBs

- What you're looking for
- Method 1 – Talk to them
- Method 2 – Study them
(From Hitt et al., 2011)



What you're looking for

Best of the Best		
Your Agency	BOB 1	BOB 2
Lines of Business		
Financials		
Revenue xxx,xxx,xxx	xxx,xxx,xxx	xxx,xxx,xxx
Expenses xxx, xxx,xxx	xxx,xxx,xxx	xxx,xxx,xxx
Net Revenue xxx,xxx,xxx	xxx,xxx,xxx	xxx,xxx,xxx
Net Assets xxx,xxx,xxx	xxx,xxx,xxx	xxx,xxx,xxx
We have, they don't	They have, we don't	They have, we don't

Vision Statement

- Ideate
 - Stakeholders
 - BOBs
 - Stop Fix

Stop Fix

- Step 1 – Get all your *current* LOBs on the table
- Step 2 – Decide what to stop or fix

Why social enterprise ideas don't go

- 68 percent can't move their ideas forward
 - Lack of funding
 - Growth capital availability
 - Narrowness of government funding streams
 - Foundations encourage innovation but don't sustain it.

(Salamon, Geller and Mengel, 2010, p. 7)

- What to do about it
 - Enter Portfolio Analysis (Kearns, 2000)

The essence of strategy is choosing what *not* to do. (Porter, 1996, p. 70)

Boston Consulting Group Model (Abbreviated from Hedley, 1977)

NPO Double Bottom Line (Kearns, 2000)



- “clear basis for declaring superiority over *all* competitors”
- Location and logistics
- Stakeholder loyalty
- Track record
- Market share
- Momentum
- Quality
- Fundraising capacity
- Advocacy
- Technical skills
- Organizational skills
- Local contacts
- Research skills
- Communication skills
- Cost effectiveness

MacMillan Product Matrix

(Adapted from MacMillan, 1983, pp. 65-68)

- Use all *current* LOBs
- Decide what to:
 - Stop
 - Fix

- External Support appeal
- Fundability
- Market size
- Growth rate
- Measurability
- Prevention vs. cure
- Exit barriers
- Client resistance

- Internal Mission congruence
- Builds on strengths
- Shares overhead

		Step 1 Program Attractiveness			
		High	Low		Lunch Break
		Step 2 Alternative Coverage			
		High	Low	High	Low
Step 3 Competitive Position	Strong	Aggressive Competition	Aggressive Growth	Build Up Best Competitor	Soul of the Agency
	Weak	Aggressive Divestment	Build Strength or Sell out	Orderly Divestment	Foreign Aid Joint Venture

SESSION 2

STRATEGY
Where to go tomorrow?

PURPOSE
Why?

PURPOSE PITCHES

Vision Statement

- Ideate
 - Stakeholders
 - BOBs
 - Stop Fix
 - Great Qs

Schumpeter Five

(in Dees, 02001, p. 163)

Create

- A new or improved product, service, or program
- The most common approach

Introduce

- A new / improved method of operating
- Typically how something is made or sold

Reach

- A new market, serving an unmet need
- Geographical, demographical

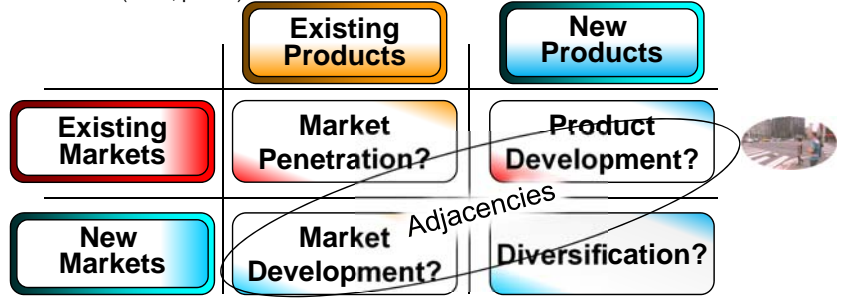
Tap

- A new source of labor

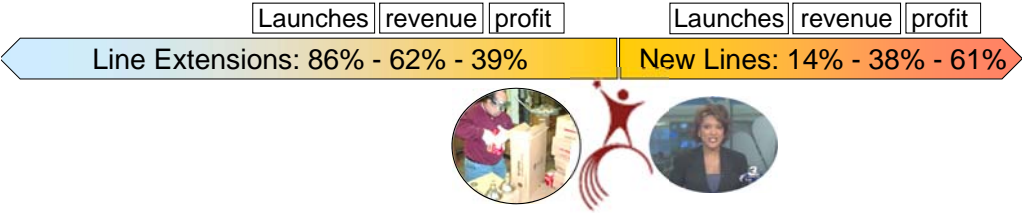
Establish

- A new organizational structure
- Typically restructurings – mergers, etc.

Ansoff Four (1957, p. 113)



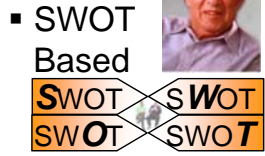
Case in point (Kim & Mauborgne, 2004)



Drucker Two



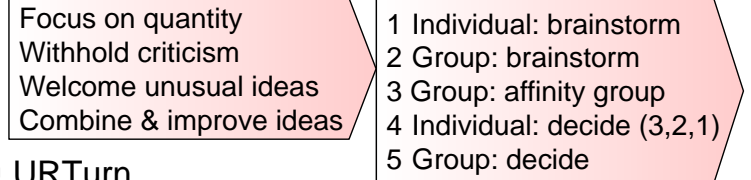
"genuinely entrepreneurial businesses have two 'first pages' – a **problem page** and an **opportunity page** – and managers spend **equal time** on both" (Drucker, 2002, p. 68)



Two Questions



BAM it Brainstorming Affinity-grouping Multi-voting



URTurn



Vision Statement

- Ideate
- Statement

Make your Vision Statement, which is the Clear, but broad-stroke picture of the future

- First, look for themes in your ideas
- Second, BAM it
 - In three years, our agency will be . . .
 - The difference between our agency today and three years from now is . . .

Vision "depends on an ability to **see** and **feel**;" (Mintzberg, 1994, p. 270)

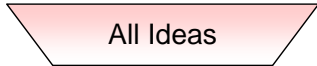
- Third, make it
 - KISS @ ≤ 10
 - Future tense
- Fourth, test it

- Does it stimulate forward progress?
- Does it create momentum?
- Does it get people going?
- Does it get people's juices flowing?
- Do they find it stimulating, exciting, adventurous?
- Are they willing to throw their creative talents and human energies into it? (Collins & Porras, 1994, pp. 95-96)

Vision Ideas

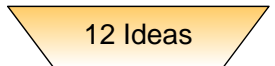
Collect Evaluate

Step 1 – All Ideas



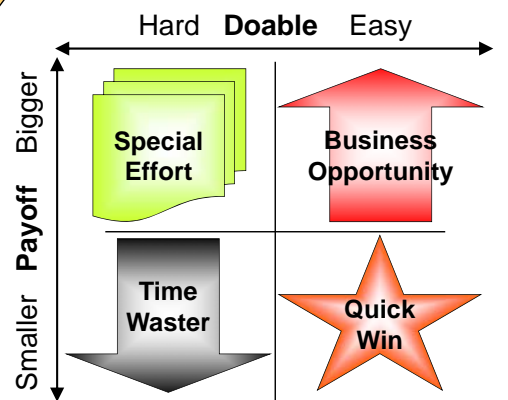
Step 2 – First Cut

- Intuition (Blink, Gladwell, 2005)
 - Decisions made very quickly can be every bit as good as decisions made cautiously and deliberately" (p. 14)



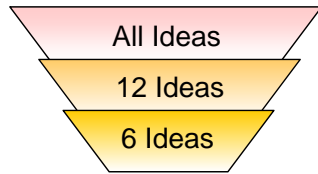
Step 3 – Contenders

- Pay-off Matrix (Ulrich, Kerr, Ashkenas, The GE Workout, 2002, p. 137)



Vision Ideas

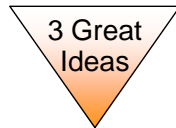
- Collect
- Evaluate



Finalists

Decision Matrix

Criteria	W T	Finalists					
		A New Home	Student Matinees	Increase PR	Cut LOBs	Admin. Volunteer Program	Historical Holiday Festival
Serves our primary customers	5	20	15	15	25	5	25
Supports their transformation	5	25	25	25	5	10	25
Plays to competitive advantage	4	4	20	4	12	4	20
Profitable	3	15	9	12	15	15	15
Fundable	4	20	20	4	4	4	20
Achievable	3	12	12	12	15	12	12
Total		96	101	72	76	50	117



Great Ideas Presentations

One: Connect emotionally

Two: Script it (≤ 6 minutes)



SETUP	CONFRONTATION	CONCLUSION
Introduce the “characters” often in the context of a personal story. Set audience expectations about what they’ll get out of the presentation and why they should care.	Detail the problem (villain) and eventually, the solution (or hero) with data, examples, and support point.	Share a story or message of hope, and leave the audience with a clear call to action or “rallying cry.”
<i>Imagine if . . .</i> <i>What are we doing now?</i>	<i>What’s the problem?</i> <i>What could we do next?</i>	<i>What will we do?</i> <i>Now imagine if . . .</i>

